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CIA CAREER COUNCIL

15th Meeting

Thursday, 17 November 1955

DCI Conference Room

Administration Building

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CIA CAREER COUNCIL

15th Meeting

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Present

Harrison G. Reynolds
Director of Personnel
Chairman

Matthew Baird
Director of Training
Member

Richard Helms
Chief of Operations, DD/P
Alternate for DD/P, Member

Lyman B. Kirkpatrick
Inspector General
Member

Director of Communications
Member

25X1A9A

Special Assistant to the DD/I
Alternate for DD/I, Member

25X1A9A

Lawrence K. White
Deputy Director (Support)
Member

Executive Secretary

25X1A9A

Reporter

25X1A9A

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. . . The 15th meeting of the CIA Career Council convened at 4:00 p.m. on Thursday, 17 November 1955, in the DCI Conference Room, Administration Building, with Mr. Harrison G. Reynolds presiding . . .

MR. REYNOLDS: The meeting will please come to order.

I presume you have all read the minutes of the 14th meeting. Are there any errors, omissions or additions? If not, they stand approved as here recorded.

25X1A9A Item two on the agenda - I wish to report that, on the promotion paper, I have directed the appropriate people in my office to prepare the papers, subject to the Director's approval of the study; and on the manpower, T/O problems, John [] and I have arranged to have preliminary surveys, particularly with reference to immediate changes, if possible, in such papers as are necessary to effect personnel actions.

[] Is this the one on promotion?

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25X1A9A MR. REYNOLDS: I am talking about the second one now.

X MR. [] That one [promotion] has gone to the Director.

25X1A9A

X [] You're talking about the staffing complement and the development complement.

25X1A9A

MR. REYNOLDS: That is the one we are working on now, [] and I, to get that going. The Deputy Director (Support) has some suggestions in connection with this so that we don't have to have a long coordination process.

COLONEL WHITE: This is a recurring problem that comes up after the Career Council, which is representing the entire Agency, has approved a paper, and we have had a few "complaints"--I guess you would call them--underneath once in awhile because it wasn't properly coordinated. My feeling is that if a paper which takes the form of a notice or regulation, or sets forth principles, is approved by this Council, where the Chief of Operations, DD/P, the DD/S, DD/I and IG, and so on, concur in the paper, that we ought to be able to go ahead and publish that without having to go through the normal coordination process, which is very time-consuming. If that is the sense of this Council, when the Chairman sends me a paper certifying that it has been concurred in by the Council, I would go ahead and publish it without going through the coordination mill.

25X1A9A MR. KIRKPATRICK: Cheers.

MR. [] May I add this? I will make sure, Red, that to the extent

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that it is humanly possible, before the paper comes to the Council it will at least get signed off by General Counsel from a legal point of view, and the Regulations Control Staff from a technical point of view, so that the paper when it comes here is legally and technically in order. But once in awhile, if it comes up awfully fast, we won't be able to do that.

25X1A9A MR. [] And if they get it to us as early as possible, then we can, as I have done, call a Career Board meeting of our own ahead of time.

MR. REYNOLDS: I think a motion on that order would be proper for the Council to pass.

[]: So moved.

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. . . This motion was then duly seconded and passed . . .

25X1A9A

25X1A9A MR. REYNOLDS: Item 3 on the agenda is the Fitness Report. I asked Mr. [] if he wanted to come here to this meeting, because this was triggered by a conversation between the Director and Mr. [] and Mr. [] said that he did not want to come and that the way it has been put in today's agenda is perfectly satisfactory to him.

25X1A9A

You will note that there are three non-concurrences, by Messrs. Baird, Amory and Kirkpatrick, and I, also, wish to withdraw my concurrence by a non-concur, in view of a paper which has been given to me by [] Chief of the Position Evaluation Division in my office, in which he comments on this paper. I think it would be appropriate for me to read this. It is very short and concerns the opinion of the Position Evaluation Division. [Reading]

"The Chairman of the Career Council in his memorandum discussed the possibility that the Position Evaluation Division and the Management Staff in their survey might evaluate the necessity for each position in an organization, rather than tie this review in with the individual Fitness Report. In this connection, I believe that the determination of staffing requirements is a function of the Management Staff. However, one of their best tools for this purpose is the job information developed as a result of our position evaluation surveys. Also, Position Evaluation Division is in a position to notice apparent overlaps and duplications, which can be pointed out to Management Staff, as we have done in the past. Therefore, I believe we should take the position that the Position Evaluation Division should provide Management Staff with job information and coordinate our survey findings and T/O discussions closely with their people. However, Management Staff, not Office of Personnel, should have the ultimate responsibility for recommending to the Deputy Director (Support), the staffing requirements to be authorized for each organizational component."

That opinion, plus Mr. Baird's opinion, which is attached to this agenda, would appear to me to be sufficient to non-concur in this suggested addition to the Fitness Report.

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MR. KIRKPATRICK: Well, I don't think the Director was fully briefed on the Fitness Report, and what had gone into its preparation in its present form, and, consequently, didn't realize that this particular suggestion of his didn't fit into the Fitness Report as it is developed.

MR. REYNOLDS: That is correct.

. . . Off the record . . .

MR. KIRKPATRICK: Well, I think, Harry, that a memorandum ought to go from you, as Chairman of the Career Council, to the Director, saying that this matter has been reviewed by the Career Council and it is the general feeling of the Council--if the rest of the Council agrees to this--that a Fitness Report which is designed exclusively as a personal evaluation of an individual, is not the appropriate place to conduct a job evaluation; and that if the Director wishes, as he obviously does, to have a periodic job evaluation, that the Management Staff be instructed to prepare a form for all supervisors to that end, said form to pass up through the chain of command, so that the Division Chief doesn't write off jobs that his Assistant Director has reasons for wanting. But I don't think we want to contaminate the two, because I think all dickens is going to break loose. But I think the Director just has been cognizant of the fact we have had problems with Fitness Reports, and is also cognizant of the fact that there are probably jobs that could be eliminated, and was probably trying to combine the two, which I don't think is very practical. Too often--if you did use that device--it would be used as a device to ax somebody, and the guy really wouldn't be outside of the door when the supervisor would be around asking for the slot back again.

COLONEL WHITE: What he is trying to do, I believe, he has somehow--and I don't know through what means--become impressed lately that the supervisors are not facing up to their responsibilities and either saying that people are no good or saying that people are in jobs which they don't need to have, and he is trying to force the supervisor to take a position. I am inclined to agree that the Fitness Report is probably not the best place to do that, but I do think he is going to want it done in some way, and if we are not going to do it in the Fitness Report we perhaps ought to suggest some other device.

MR. KIRKPATRICK: That is why I say have the Management Staff devise a form to be used for periodic review--

COLONEL WHITE: This may be awkward but perhaps you could devise a form and require the supervisor to accomplish that form at the same time that he makes out the Fitness Report.

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MR. KIRKPATRICK: That would be a terrible job.

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MR. []: There is a point Mr. [] who wrote this memorandum, 25X1A9A

brought out, and that is that if evaluation of jobs is tied to Fitness Reports it means that you do one job today and another job again tomorrow, which is a very bad way in which to compare jobs. In other words, from the Position Evaluation Division's survey point of view, evaluation of all jobs in a unit should be done at one time, rather than evaluation of jobs singly, because even they [Position Evaluation Division] couldn't evaluate jobs properly if they did it that way.

MR. KIRKPATRICK: I was going to say a division or office chief would put himself in a bad position if he tried to evaluate singly, without looking at his whole organization. There is a limit as to how far you can go down the ladder and ask people to evaluate jobs, because when you get below a certain level they can't see the entire picture of what is produced. It's like asking the bricklayer to not lay bricks in a certain place, when to not lay bricks in a certain place might affect the whole structure of the building.

MR. BAIRD: If the Director wants it, there certainly is a device to do it, but I don't think this is going to do it.

MR. KIRKPATRICK: I move, then, that the Chairman of the Career Council advise the Director by memorandum that the Career Council believes this is an inadvisable method to assess jobs, and that it distorts the true purpose of the Fitness Report, but respectfully suggest that the Management Staff be requested to devise a method for job evaluation, paying due heed to the level at which said job evaluation is conducted.

[] Second.

25X1A9A

25X1A9A

. . . This motion was then carried . . .

MR. [] We stopped the presses on the Fitness Report until this motion could be passed. Shall we start them tomorrow morning?

25X1A9A

MR. BAIRD: Good. May I ask when it now appears that they can be used?

MR. [] We were originally planning for 1 January 1956, but since we have had a delay of almost a month on this, I don't know whether we can actually do it.

MR. REYNOLDS: I think we ought to try for 1 January.

COLONEL WHITE: I don't know why we can't do it.

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MR. [] It's a question of printing. It will take at least a month

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before we can get a supply. I agree, the higher the priority the better.

COLONEL WHITE: If it's just a matter of the printing, to get them out between now and the 1st of January, we ought to be able to take care of that.

MR. REYNOLDS: We will get Mr. [] on it right away, first thing tomorrow morning.

MR. KIRKPATRICK: Before we leave Fitness Reports could I beg the indulgence of this Council for a few minutes on the same subject? Just as a matter of curiosity, how many members of the Council send back Fitness Reports to be done over again? I have a problem with people over-evaluating people.

MR. HELMS: I send them back all the time.

MR. KIRKPATRICK: Some of my boys--you would think the girls who work for them were geniuses. I consider that anybody who gets more than half a dozen or a dozen in the outstanding category, verges on being in the genius category. The bulk of mine are down in the center of the sheet.

MR. HELMS: My line with these fellows is that they are supposed to cut a profile on this sheet, and when they mark him they are marking him against themselves as well, and no one is uniformly good in everything, so consequently when they show him uniformly good in everything it isn't the profile of a man but sort of an "idiot's delight." Therefore, unless they can demonstrate by some variation in the marking that a fellow has some strengths and weaknesses, the thing isn't going to make much sense to me.

25X1A9A

MR. [] Unless there is some "scatter," it hasn't been seriously done.

MR. HELMS: It's supposed to be a profile of a MAN.

MR. KIRKPATRICK: I wonder whether, with the issuance of the new Fitness Report, if we might not be well advised to send a friendly little notice to supervisors saying: Remember, you are marking human beings, and that this is a report which good supervisors will look at when they are acquiring the man or interested in the man, and that it should be objective and highly critical.

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25X1A9A MR. [] When we instituted the PER we had [] who was Chief of Management Training, conduct seminars all through the Agency. That was not done with the Fitness Report.

MR. BAIRD: They would like to do it this time.

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[] It's a perfectly natural thing. You will recall we got a fairly strong letter from the Air Force about overrating the Air Force people, and the damage it did, due to the copies of letters they had to send to the major commands.

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MR. REYNOLDS: I think we ought to have briefings again on this one, Matt.

MR. BAIRD: I don't think it has to be done clear across the board, but if we can get representatives from each major component and work on them so that they in turn can go back to their own areas with their instructions--

25X1A9A MR. [] Couldn't Personnel and Training jointly lay something on?

MR. REYNOLDS: All right. If that is satisfactory to the rest of the Council, Matt and I will get together and do it.

MR. KIRKPATRICK: That would be fine. That covers my point.

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MR. REYNOLDS: The next item on the agenda concerns proposed changes to Regulation [] "The CIA Career Council and the Career Services." One of the changes recommended is from the DD/I to establish a Career Service Board in the new Office of Basic Intelligence. Another is from the DD/S to establish a Support Career Service. And a third amendment is the identification of positions.

I would like to point out that this third amendment is very important, from our viewpoint, because this system is absolutely necessary in order that the "Career Service grade authorization," as set forth in the approved staff study on the "Revised Personnel Promotion and Assignment Policies" can be tabulated and used as a control on position authorizations at each grade for each Career Service. In other words, until that is approved by this Council we cannot effectively put through the recommendations in that study.

25X1A9A MR. [] Distribution by grades, by Career Services, is essential to the new promotion policy, and until each position has been identified you can't figure out what the distribution is.

25X1A9A MR. [] I think the important thing is the last sentence. That makes it workable.

MR. REYNOLDS: Yes, the last sentence. [Reading] "The designation assigned to a position will not prohibit its occupancy by a qualified employee having a different Service Designation."

25X1A9A MR. [] If that were not true it would inhibit all cross-fertilization.

25X1A9A [] I have a question about Colonel White's suggested amendment. I note in this paper it is proposed there be established a Support Career Board and Service Designation. In Colonel White's memorandum he is asking for a Support Career Service. I wasn't clear what you [indicating Colonel White] had in mind.

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COLONEL WHITE: I think that is an error, [] We don't

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contemplate having a Support Career Service as such, because we have too many different kinds of fish, but we did want to establish a Support Career Board, which would be made up of the heads of all the offices, to standardize the procedures and consolidate a position, when necessary, having to do with Career Service. So that is an error. We don't want anybody designated as "Support."

25X1A9A MR. ☐ In other words, nobody would carry the designation of "S" - is that correct?

COLONEL WHITE: Yes.

MR. REYNOLDS: So this memorandum should read, "...the establishment of a Support Career Board..." and not "...a Support Career Service"?

25X1A9A MR. ☐ Then in the table attached to that memorandum we will take the "S" out on the line which says "SUPPORT" - "Add: Deputy Director (Support)" - and then we will take out the "S" under "Service" and replace the "S" with a dash - is that correct?

COLONEL WHITE: I think that will do it.

25X1A9A MR. KIRKPATRICK: How many Service Designations do we now have?

MR. ☐ I have them right here. ☐ Copies of Attachment A to * R 20-110 were then distributed to members of the Council.]

MR. KIRKPATRICK: I think the fewer Service Designations we have, the better, but you could have as many boards or panels as you wish.

MR. REYNOLDS: You really only have five there.

25X1A9A MR. ☐ When we add Service Designations there is a perfectly terrific job in changing all the punch cards, records, and so on. For example, when we set up IB for the Intelligence Production Service, Basic Intelligence Board, that means that Service Designations for ☐ people will have to be changed to IB, and 25X9A2 it means a lot of routine clerical work, changing of records and IBM cards, and that sort of thing. I just use that as an example, Von, not that I am prejudiced in any way.

25X1A9A MR. ☐ I understand.

COLONEL WHITE: And this ☐ indicating Attachment A to R ☐ is the way 25X1 it is set up now? The way it is here the Service Designation for all the Support people is "S", and then other designations for the boards or panels, whatever they may be. And that is the way it is set up now?

25X1A9A MR. ☐ Yes.

COLONEL WHITE: This wouldn't contemplate any change--

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MR. [] By taking out the "S" as we have done.

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COLONEL WHITE: I don't see that it is necessary, then, to take that out.

MR. [] Nobody will have it then.

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COLONEL WHITE: For instance, in the Clandestine Services nobody has the Designation "D."

MR. [] Yes, there are a lot of "D" people, and "I" and "O."

25X1A9A

MR. [] Actually they're the Headquarters people.

25X1A9A

MR. REYNOLDS: And you just have "S," you see.

MR. [] Mr. Helms and Mr. Wisner are "D" and Amory is "I."

COLONEL WHITE: I'm sorry to be causing such confusion here. Perhaps it is best to keep the "S," but you also have here a designation for each board or panel, so you wouldn't have anyone who was just "S."

MR. HELMS: You are "S."

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MR. REYNOLDS: This paper would make you just "S."

MR. []: By putting "S" in doesn't mean that anybody has to have that "S." In other words, we could make this consistent by keeping the "S," and then have a dash in the "Board or Panel" column, just as it is for the DD/P and the DD/I, but that doesn't mean anybody will ever bear that designation unless you agree to it.

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COLONEL WHITE: Wouldn't that be preferable?

MR. [] It would be, and it would be more consistent.

COLONEL WHITE: Good. Then that is all right.

25X1A9A

[] The boards and panels are entirely advisory to you, just as this Board is to the Director.

25X1A9A

MR. [] Then we will leave the "S" in as it was originally shown on this proposed revision.

COLONEL WHITE: Yes. Right.

MR. REYNOLDS: Are there any further comments on these three requests for changes to Regulation []

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COLONEL WHITE: Could I ask this one question, and I hesitate to even raise it, because of the number of them we have, but is there any merit in the Intelligence side of the house, Von, in considering for some future date the intelligence officers as a Career Service? I mean, you have intelligence officers in your NIS program, where you are going to have a separate Career Service for NIS, and intelligence officers in OCI and in OO, and so forth. From an overall point of view, are we really moving in the right direction by creating a Career Service for Basic Intelligence?

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MR. [] It's part of the IP Career Service, which lumps together all of the production offices. That is merely a panel designation. But we think of the five intelligence production offices as the Career Service and our Board operates for all five of them.

25X1A9A MR. KIRKPATRICK: And this addition will be IB?

MR. [] Yes, and it merely means that they will have a panel of their own.

MR. KIRKPATRICK: Amory says in his memo "...that that office have its own Career Service Board..." which throws you off because it implies a Career Service.

25X1A9A MR. [] We tried to avoid using the word "panel" because we had the old boards and we didn't want to appear to demote those boards. But it's just one of the five offices.

. . . Motion was then made that the three above-discussed changes be effected. This motion was then carried . . .

x MR. REYNOLDS: Item 5 on the agenda are the recommendations of the Defense Colleges Selection Panel.

x MR. HELMS: May I say I think those recommendations are excellent at this time. They seem to be two eminently qualified people. I like the idea of sending somebody from the Comptroller's Office to Harvard.

25X1A9A MR. [] I agree.

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25X1A9A MR. HELMS: I think that is where we need it most. And [] is such an outstanding communications officer he certainly deserves a recommendation of this kind, if he wants to do it. Is he anxious to do this?

25X1A2G [] Yes. We had him set up for the last one, and had him set up at the time of [] but couldn't let him go.

25X1A9A MR. REYNOLDS: I'd like to quote to the Board, as a matter of interest, what we were told the other day at Matt's meeting, which he chaired, when we selected these people. We were told by Matt's man [] who went up and interviewed the Dean of the Harvard Business School, who is in charge of this Advanced Management program-- he said they rated these people informally among themselves for the contributions that they made to the course, just as much as what they presumed the men got out of it, and that the No. 1 man that they have had there from CIA was Houston, and that they hoped in the future we would send people who could contribute over and beyond the fact that CIA was an organization which had to be very careful what it said and

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did. But they really wanted someone who would be "outgoing." And I think [] is an excellent man from that viewpoint, a very able fellow and he would be a very good man for us.

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. . . Off the record . . .

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x MR. KIRKPATRICK: I move we approve the recommendations on [] and [] to Harvard and the Armed Forces Staff College, respectively.

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. . . This motion was then duly seconded and carried . . .

MR. [] There will be no alternates this time.

MR. KIRKPATRICK: How many nominees did we have?

MR. BAIRD: Just those three.

MR. REYNOLDS: I'll tell you why, because we only got the paper which authorized the Board to do any selecting about two or three weeks ago, because it took so long to coordinate it through the Agency.

25X1A9A MR. [] It took two months to get the thing published.

25X1A9A MR. [] We did some elimination within the DD/I and came up with our best man.

25X1A9A MR. KIRKPATRICK: How many eliminations?

25X1A9A MR. [] We had three for Harvard that we considered.

MR. KIRKPATRICK: And [] won out?

25X1A9A MR. [] Jay won out and was approved by Bob.

25X1A9A MR. [] Shouldn't all the nominations go to the Selection Panel

rather than having them screened out before they get to the Panel?

COLONEL WHITE: I approached it a little differently this time and I thought I was right--maybe I wasn't--because as I remember the tenor of our last discussion on this, when we were all beating the table here because everybody seemed to be waiting until the last minute to get around to this, etc., we all had the impression that WE [the CIA Career Council] should select the people to go and not encourage all the people to put in their applications and then select from that, but that we should be on the lookout and say, "Who should we send - and put the finger on?" I did exactly that, personally. I could have nominated more than one candidate, but I didn't think I would have a prayer of getting more than one candidate in, so I

25X1A9A put my money on one man. I did not encourage anybody to submit applications. I 25X1A9A merely said to Saunders [] "I want [] to go to this course." I don't know

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whether that was right or not, but that is what we did.

MR. KIRKPATRICK: If we're going to do that, why do we need a Panel? If each Deputy is coming up with one candidate why couldn't this Council sit on them?

COLONEL WHITE: I'd be glad to nominate three for every course, because I think it's the type of thing our people really ought to get.

MR. BAIRD: I thought the idea was that you could nominate three, and that then you say, "These are my nominations, in this order."

COLONEL WHITE: I just thought it has been historically true in the past, not because of DD/P being in competition with somebody else, that there would be only two or three people in competition with each other and probably only one would get to go.

MR. BAIRD: The only course we have to worry about is this Harvard one. For the National War College if the Director appoints three people they don't generally look into them so far as their qualifications are concerned. But Dean [Bishop] at Harvard said, "We have an awful time getting your people past our Board of Selection, because you say so little about them" - and that is one reason we have never gotten more than one.

MR. REYNOLDS: As I understood that, Matt, and correct me if I didn't understand it right, they wrote over our applications: "WORDS - WORDS - WORDS." And we are required by Security to write them according to a form, so that we don't violate security. Then they read those things and they don't say anything.

COLONEL WHITE: I don't believe we should lay down in front of that. I don't see why we couldn't include an adequate description of a man's background. This is the first time I've ever heard this.

MR. BAIRD: This is the first time we ever heard it.

MR. KIRKPATRICK: On you can say anything you want to. He's the 25X1A9A
Comptroller of the Agency.

MR. BAIRD: At least say what kind of a guy he is and what it is about him that enables him to do a good job. They want to know what kind of a guy he is, not necessarily the specific kind of work but what there is about him that enables him to do his job.

COLONEL WHITE: In the recommendations that I have written on our people they have been just letters of recommendation, I grant you, but with this kind of guidance I can write a much better letter than I've ever written on anybody in the past. We should get the right kind of guidance. I didn't know Security was putting

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a damper on anybody.

25X1A9A MR. BAIRD: They have given us a regular form to follow in the past. We didn't know that Harvard had written on our applications: "WORDS - WORDS - WORDS" - until [] went up there and went through what they had on our people.

MR. HELMS: Is there an actual Selection Board at the Harvard Business School that goes over every applicant?

MR. BAIRD: Yes.

25X1A9A MR. [] In other words, our nomination isn't necessarily tantamount to getting into the course.

25X1A9A COLONEL WHITE: Has anybody discussed this with Security, that their restrictions are hurting us?

MR. BAIRD: [] just came back from up there.

25X1A9A [] What do you send to the Armed Forces Staff College on a candidate like this?

25X1A9A MR. BAIRD: Just his record. They never question our nominations, General [] Harvard is the only school that does.

. . . Mr. Reynolds was called from the meeting . . .

25X1A9A

MR. KIRKPATRICK: I'll act for the Chairman while he is out.

Now, what is this "reward" you wish Mr. [] to have?

MR. BAIRD: The only thing, Kirk, the Selection Panel felt that here is an obviously fine guy, well qualified--who wanted to go to Harvard if they could spare him--who deserves four and a half months of something, and it was suggested that we don't want him to feel that he was unworthy of the choice but that this is just not the particular way to reward him for excellent performance or superior performance.

MR. KIRKPATRICK: Well, I think the purpose of the schools is also to bring benefit to the Agency. Sure, they are a reward in a form because they are a nice sabbatical from regular work. I think if there is a desire to give [] a "plum" in the form of four months or six months, or longer, as a sabbatical to go back to the academic world, then I would think that his greatest worth would be to go to some linguistic center and delve into some of these weird dialects that he doesn't already know, if any still exists.

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25X1A9A MR. [] That is exactly what I mentioned when I came back and talked to Bob Amory. I explained it in a sabbatical sense--and I'm sure he would like to go--which would be useful to him and to the Agency, as well as it being a

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reward, because he was twice a candidate here and failed.

MR. KIRKPATRICK: I don't see why the Chief of a 300-individual Division can benefit by the Harvard School for Advanced Management where he would be rubbing elbows with industrialists who are going back to boss big corporations. I would say 80% of this Harvard course would be of no use to him. On the other hand, I would think if we sent Jay to a university here or abroad that is specializing in languages and translation techniques, and so forth, I think it would be well worth the expenditure on the Agency's part.

MR. BAIRD: It would cost less for six months to send him to Bologna than to Harvard for four. That is the most expensive training course in the Agency. It costs about \$2,000 in addition to salary.

25X1A9A

MR. KIRKPATRICK: Then I'll put it in the form of a motion. I move that the Career Council advise the DD/I that they consider that Mr. [] should receive a sabbatical for furthering his education in the linguistic field, as appropriate.

25X1A9A

[] Second.

. . . This motion then carried . . .

25X1A9A

MR. []: When are the nominations coming up for the next schools?

25X1A9A

MR. BAIRD: In January.

MR. []: They're due in January?

MR. BAIRD: They aren't due until March but we could probably select them in January.

MR. REYNOLDS: Is there any further business to come before this meeting?

[No response.] If not, the meeting stands adjourned.

. . . The meeting adjourned at 4:45 p.m. . . .

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